

**PENGARUH HUBUNGAN BUDAYA KUALITI TERHADAP
KOMITMEN PEGAWAI DI PEJABAT PENDIDIKAN NASIONAL
PALEMBANG, INDONESIA**

Oleh

HALIMAH TUSAKDIAH

**Tesis Diserahkan Kepada Kolej Undang-Undang Kerajaan dan Pengajian
Antarabangsa Sebagai Memenuhi Sebahagian Daripada Syarat-syarat
Pengijazahan Program Doktor Falsafah (Ph.D)
Januari 2010**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
(College of Law, Government and International Studies)
Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

HALIMAH TUSAKDIAH, SH.MSi - *ndev* 90432

Ph.D

calon untuk Ijazah
(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**"PENGARUH HUBUNGAN BUDAYA KUALITI TERHADAP KOMITMEN PEGAWAI DI
PEJABAT PENDIDIKAN NASIONAL PALEMBANG, INDONESIA"**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada: 11 JANUARI 2010

That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on: 11 JANUARY 2010

Pengerusi Viva
(Chairman for Viva)

: PROF. MADYA DR. RUSNIAH AHMAD

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: PROF. DR. AHMAD ATORY HUSSAIN

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

: PROF. MADYA DR. MOHD FO'AD SAKDAN

Tandatangan
(Signature)

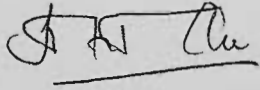
Tarikh: 11 JANUARI 2010
(Date)

Nama Pelajar
(Name of Student) : HALIMAH TUSAKDIAH, SH.MSi

Tajuk Tesis
(Title of the Thesis) : "PENGARUH HUBUNGAN BUDAYA KUALITI TERHADAP KOMITMEN
PEGAWAI DI PEJABAT PENDIDIKAN NASIONAL PALEMBANG,
INDONESIA"

Program Pengajian
(Programme of Study) : Ph.D

Nama Penyelia/Penyelia-
penyelia
(Name of
Supervisor/Supervisors) : PROF. MADYA DR. AHMAD MARTADHA
MOHAMED


Tandatangan
(Signature)

ABSTRAK

HALIMAH TUSAKDIAH,SH.,M.Si, untuk Doktor Falsafah, di Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa Universiti Utara Malaysia.

TAJUK : Pengaruh Hubungan Budaya Kualiti Terhadap Komitmen Pegawai di Pejabat Pendidikan Nasional Palembang, Indonesia.

PENYELIA : PROF.MADYA. DR. AHMAD MARTADHA MOHAMED

Kajian ini adalah untuk mengkaji pengaruh hubungan budaya kualiti terhadap komitmen pegawai di Pejabat Pendidikan Nasional di Palembang Indonesia. Faktor budaya kualiti meliputi budaya organisasi, pengurusan berkualiti, struktur organisasi, gaya kepimpinan, komunikasi, motivasi, kerja berpasukan, pendidikan dan latihan, dan kepuasan kerja dengan komitmen pegawai.

Untuk menganalisis kajian ini, penulis mengedarkan soal selidik dengan menggunakan skala likert kepada 500 orang responden, yang terdiri dari Pejabat Pendidikan Nasional Palembang, kaki tangan pentadbiran.

Ujian regresi mudah menunjukkan bahawa dari sembilan faktor, hanya lima faktor sahaja yang memberikan sumbangan yang signifikan dalam meramal komitmen pegawai iaitu struktur organisasi, pendidikan dan latihan, komunikasi, motivasi dan kepuasan kerja memberikan sumbangan yang signifikan terhadap model. Manakala budaya organisasi, pengurusan berkualiti, gaya kepimpinan, kerja berpasukan tidak memberikan sumbangan yang signifikan terhadap model. Ini menunjukkan bahawa faktor struktur organisasi, pendidikan dan latihan, komunikasi, motivasi dan kepuasan kerja merupakan faktor penting untuk meningkatkan komitmen pegawai, pada masa sama pihak pejabat pendidikan nasional perlu memberikan tumpuan kepada budaya organisasi, pengurusan berkualiti, gaya kepimpinan, kerja berpasukan walaupun di dalam penyelidikan ianya tidak memberikan sumbangan yang signifikan terhadap komitmen pegawai, bagaimanapun faktor tersebut adalah faktor pendokong untuk mengamalkan budaya kualiti di dalam organisasi.

Antara aspek yang boleh diteliti di dalam kajian akan datang ialah di cadangkan untuk mengkaji daripada aspek guru-guru.

ABSTRAK

HALIMAH TUSAKDIAH,SH.,M.Si, for Doctor of Philosophy Degree College of Law, Government and International Studies Universiti Utara Malaysia

Title : The Influence correlation of Culture Quality on Job Commitmen at National Education Departement Palembang, Indonesia

SUPERVISOR : PROF.MADYA DR.AHMAD MARTADHA MOHAMED

This research is to investigate The Influence correlation of Culture Quality on Job Commitment at National Education Departement Palembang, Indonesia. This research also investigates the relation of quality culture (organization, culture, quality of management, organization chart, leadership style, communication, motivation, team work, education and practice, and job satisfaction) toward commitment of officer.

Questionnaire were distributed 500 to respondent consist staff officers.

By using regression test, the findings only five factors contribute significantly in forecasting commitment of officer, organization chat, education and practice, communication, motivation, and job satisfaction gives contribution signifikan toward model. Organization culture, quality of management, leadership style, and team work not show any signifikan relationship with job commitment.

It means the organizational structure factors, education and training, communication, motivation and job satisfaction is an important factor to improve employee commitment, at the same time the national education department leaders need to give serious attention to the organizational culture, quality of management, leadership style, team work although not show any signifikan relationship with job commitment. However, these factors are a contributing factor to cultivate the culture of quality within the organization.

I suggestion to next researcher, to observational about teacher behaviour.

PENGHARGAAN

Bismillahirrahmanirahim

Dengan memanjatkan puji syukur kehadiran Allah SWT, serta selawat dan salam kepada junjungan kita Nabi Besar Muhammad SAW. Berkat izinNya, saya dapat menyelesaikan program Doktor Falsafah di Universiti Utara Malaysia.

Saya ingin merakamkan jutaan penghargaan dan terima kasih kepada Yang Berbahagia Allahyarham Kol.Prof.Dato' Dr.Ahmad Fawzi Mohd. Basri dan Yang Berbahagia Tan Sri Dr.Nordin Kardi (Naib Canselor), Yang berbahagia Prof.Dr.Mohamed Mustafa Ishak, Timbalan Naib Canselor Hal Ehwal Akademik dan Antarabangsa Universiti Utara Malaysia, yang telah memberikan biasiswa pengajian Program Doktor Falsafah.

Saya merakamkan terimakasih kepada Yang Berbahagia Prof.Dr.Jauhari Ali, Prof.Madya Iran Herman, Prof.Madya Dr.Najib Marzuki, Prof.Dr.Mahmod dan Prof.Madya Abd.Gani Golamdin, Prof.Madya Dr.Rusniah, En. Azmi Saari yang telah banyak menyokong kemajuan dalam pengajian selama di Universiti Utara Malaysia.

Khas saya rakamkan berjuta terima kasih dan penghargaan kepada Yang Berbahagia Prof.Madya.Dr.Ahmad Martadha Mohamed yang telah memberikan bimbingan, tunjuk ajar di sepanjang tempoh kajian saya.

Terimakasih kepada Yang Berbahagia Prof.Dr.Ahmad Atory Hussain dan Prof.Mady.Dr.Foad Sakdan, sebagai pemeriksaan tesis luaran dan dalaman.

Terima kasih kepada staf Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa Universiti Utara Malaysia; Kak Zarina, Kak Yus, Kak Fatimah, Pn Roslina, En. Budi, En. Rasyidi, En. Zaini Basri, En. Baharuddin Yacop, Kol. En. Musa, En. Masri, En. Omar, En .Majid, En. Huzaidi, En. Rizwan, En. Halim, En. Fitri, Pn. Pazlina, Pn. Hayati, Kak Niza, Pn. Azlina, H. Rosidah, Kak Pah UPSB, dr. Mohamad, dr. Jamilah, dr. Jefri, dr. Mahyuddin, Kak Liza, Encik Arifin, Encik Syukri.

Terima kasih kepada Pemerintah Kota Palembang Bapak Ir. H. Eddy Santana Putra, MT (Walikota), Bapak Drs. H. MY. Badaruddin.M.Si (BKD), Bapak Drs. H. Husni, MM (Mantan Walikota Palembang) dan Bunda Ailuni Husni, Bapak Drs. H. Syakroni. MS (Mantan Sekretaris Daerah Kota Palembang) & Famili dan Bapak Drs. H. Surya Burhanuddin, BE., MM (Ketua Sriwijaya Foundation)

Terima kasih kepada kawan-kawan seperjuangan selama mengaji di UUM, Kanda Drs. Bambang Bemby Soebyakto, MA.,Ph.D, Bung Dr. Alim Impira, Dr. Agung Suyono, Dr.Lina Pohan Salim, Mas Uddin, Ibu Ina Fikri, Ihwana, Ibu Ira, Ibu

Heriyanto, Ibu Dian, Ibu dan Bapak Helmi, Ibu Reni, Ibu Masnah, Juhri, Thamrin, Fachri, Mas Don, Bang AM, Al-Novri, Erwin Nuzuar, Aufa Syarkomi, Fahrizal, Pak Chandra, Pak Hayat, Pak Hadi, Pak Irfan, Adam Serawak, Pak Toha, Abdullah, Maklum, Setyo, Mbak Dwi, Dona, Ibu Seniwati, Majlis Perwakilan Pelajar UUM Sesi 2003/2004.

Terima kasih kepada Koko Thamrin (CV.Thamrin Bersaudara), Cheni (Agata School), Koko Anton (Davis Adv.), Koko Apuk (CV.Sinar Cipta), Bapak Lukman (Mantan Kabag Umum Pemkot), Yunda Murniati Eddy Hermanto, Kanda Thamrin (Mantan Kabag Humas Pemkot), Effendy Andok, Andi Wijaya,SH.,M.Si. (Kabag Umum Pemkot), Drs.Eka Juarsa.,M.Si (Camat IT.II), Drs.Hanif.,M.Si (Kasubag Protokol), Mei, Minan, Diran/ADC, Remon/ADC, Kak Hanafi, (staf Protokol Pemkot), Pak Hoyin, Yuk Asni, Zul, Bakar (staf Keuangan Pemkot)

Terima kasih tiada terhingga untuk orang-orang tersayang, suamiku, Sumardy Sanry, SH., MA yang setia mendampingi, khusus kedua orang tuaku Almarhum Jamil Bakar, Almarhuma Siti Zahariah, dan kedua mertuaku Sanry Mathulim, Nurjanah Ali Basjah. Yang tercinta Kakakku Ibrahim & Keluarga, Adikku Muhammad Amin & Keluarga, Muhamad Ilyas & keluarga, Iparku Kordiah & Keluarga, Hatinah & Keluarga, Ferlly Johansyah, Muhyikiat & Misteri (di Puchong Malaysia) dan sanak family yang tidak dapat disebutkan satu persatu yang telah memberikan doa dan semangat.

Terima kasih kepada keluarga angkatku di Malaysia, Daddy Saleh & Famili, Encik Anwar & Famili, Encik Mohtar & Famili, Kak Norma & Famili dan Encik Adul Ghani Golamdin & Famili, Encik Rasidi Abdullah & Famili, Ramli bin Abdullah & Famili di Serawak Kucing, Asbee & Famili.

Kepada semua pihak yang telah memberikan bantuan/sokongan kepada penulis diucapkan ribuan terima kasih, semoga segala kebaikan yang telah diberikan akan mendapat imbalan dari Allah SWT. Semoga tulisan ini bermanfaat bagi semua kalangan akademisi khususnya dan masyarakat pada umumnya.

Sintok, Januari 2010

Penulis,

HALIMAH TUSAKDIAH

KANDUNGAN

ABSTRAK	i
<i>ABSTRACT</i>	ii
PENGHARGAAN	iii
SENARAI JADUAL	viii
SENARAI RAJAH	xii
SENARAI CARTA	xiii
 I. PENDAHULUAN	
Pengenalan	1
Permasalahan kajian	15
Objektif kajian	19
Objektif kajian umum	20
Objektif kajian khusus	20
Persoalan kajian	20
Definisi konsep	21
Definisi operasi	25
Kerangka teori	31
Hipotesis kajian	32
Signifikan kajian	33
Limitasi kajian	34
Organisasi kajian	35
Kesimpulan	36
 II. ULASAN KARYA	
Pengenalan	37
Kualiti	37
Budaya kualiti	42
Faktor-faktor budaya kualiti	50
Kesimpulan	130

III.	STRUKTUR ORGANISASI PEJABAT PENDIDIKAN NASIONAL DI INDONESIA	
	Pengenalan	131
	Struktur organisasi pengurusan pendidikan di Indonesia	131
	Kedudukan pegawai kerajaan di Indonesia	140
	Kesimpulan	144
IV.	METODOLOGI KAJIAN	
	Pengenalan	145
	Reka bentuk kajian	145
	Populasi dan persempelan	145
	Kaedah pengumpulan data	147
	Instrumen kajian	147
	Analisis data	150
	Analisis deskriptif	150
	Ujian hipotesis korelasi <i>Pearson</i>	150
	Ujian regresi mudah	151
	Pilot test	151
	Kesimpulan	157
V.	ANALISIS DATA	
	Pengenalan	159
	Analisa Deskriptif	159
	Ujian kebolehppercayaan <i>Cronbach's Alpha</i>	173
	Independent sample T-Test	178
	Anova	179
	Ujian hipotesis korelasi <i>Pearson</i>	184
	Ujian regresi mudah	196
	Kesimpulan	201
VI.	PERBINCANGAN	
	Pengenalan	203
	Hubungan di antara demografi dengan komitmen pegawai	204
	Hubungan di antara budaya kualiti dengan komitmen pegawai	208
	Kesimpulan	238

kandungan	muka surat
VII. KESIMPULAN DAN CADANGAN	
Kesimpulan	240
Cadangan	243
VIII. RUJUKAN	245
IX. LAMPIRAN	

SENARAI JADUAL

Jadual	muka surat
1.1 Statistik aduan kendalian biro pengaduan awam Jun-Dis 2007	7
1.2 Jumlah sekolah kebangsaan	16
1.3 Jumlah guru yang mengajar di sekolah kebangsaan	16
1.4 Definisi operasi	27
2.1 Rumusan kajian budaya kualiti	48
2.2 Ringkasan kajian budaya kualiti	49
2.3 Ringkasan kajian faktor budaya kualiti	112
2.4 Ringkasan kajian faktor pengurusan berkualiti	114
2.5 Ringkasan kajian faktor struktur organisasi	115
2.6 Ringkasan kajian faktor gaya kepimpinan	117
2.7 Ringkasan kajian faktor komunikasi	120
2.8 Ringkasan kajian faktor motivasi	122
2.9 Ringkasan kajian faktor kerja berpasukan	124
2.10 Ringkasan kajian faktor pendidikan dan latihan	126
2.11 Ringkasan kajian faktor kepuasan kerja	128
3.1 Pendidikan dan latihan Pegawai Negeri Sipil	141
3.2 Nama dan susunan pangkat serta golongan	143
4.1 Jumlah populasi	146
4.2 Pegawai yang dijadikan sample	146
4.3 Faktor budaya kualiti (X1)	148

Jadual	muka surat
4.4 Faktor demografi (X2)	149
4.5 Interpretasi mengikut saiz pekali korelasi	151
4.6 Budaya organisasi	152
4.7 Pengurusan berkualiti	152
4.8 Struktur organisasi	153
4.9 Gaya kepimpinan	153
4.10 Komunikasi	154
4.11 Motivasi	154
4.12 Kerja berpasukan	155
4.13 Pendidikan dan latihan	155
4.14 Kepuasan kerja	155
4.14 Komitmen	156
4.15 Ringkasan Cronbach's Alpha faktor budaya kualiti	157
5.1 Jumlah responden mengikut jantina	160
5.2 Jumlah responden mengikut umur	161
5.3 Jumlah responden mengikut status perkahwinan	162
5.4 Jumlah responden mengikut status akademik	163
5.5 Jumlah responden mengikut status jawatan	164
5.6 Jumlah responden mengikut tempoh berkhidmat	164
5.7 Min komitmen pegawai mengikut jantina	166
5.8 Min komitmen pegawai mengikut umur	167
5.9 Min komitmen pegawai mengikut status perkawainan	168

Jadual	muka surat
5.10 Min komitmen pegawai mengikut status pendidikan	169
5.11 Min komitmen pegawai mengikut status jawatan	170
5.12 Min komitmen pegawai mengikut tempoh berkhidmat	172
5.13 Jadual Cronbach's Alpha budaya kualiti	173
5.14 Jadual Cronbach's Alpha Pengurusan berkualiti	174
5.15 Jadual Cronbach's Alpha Struktur organisasi	174
5.16 Jadual Cronbach's Alpha gaya kepimpinan	175
5.17 Jadual Cronbach's Alpha motivasi	175
5.18 Jadual Cronbach's Alpha komunikasi	175
5.19 Jadual Cronbach's Alpha kepuasan kerja	176
5.20 Jadual Cronbach's Alpha pendidikan dan latihan	176
5.21 Jadual Cronbach's Alpha kepuasan kerja	177
5.22 Jadual Cronbach's Alpha komitmen	177
5.23 Pekali Cronbach's Alpha	178
5.24 Group Statistics	178
5.25 Independent samples test	179
5.26 Descriptives anova mengikut	179
5.27 Anova mengikut umur	180
5.28 Descriptives anova mengikut status perkahwinan	180
5.29 Anova mengikut status perkahwinan	181
5.30 Descriptives anova mengikut status pendidikan	181
5.31 Anova mengikut status pendidikan	182

Jadual	muka surat
5.32 Descriptives anova mengikut status jawatan	182
5.33 Anova mengikut status jawatan	183
5.34 Descriptives anova mengikut tempoh perkhidmatan	183
5.35 Anova mengikut tempoh perkhidmatan	184
5.33 Korelasi <i>pearson</i> Budaya organisasi	184
5.34 Korelasi <i>pearson</i> Pengurusan berkualiti	186
5.35 Korelasi <i>pearson</i> Struktur organisasi	187
5.36 Korelasi <i>pearson</i> Gaya kepimpinan	188
5.37 Korelasi <i>pearson</i> Komunikasi	189
5.38 Korelasi <i>pearson</i> Motivasi	191
5.39 Korelasi <i>pearson</i> Kerja berpasukan	192
5.40 Korelasi <i>pearson</i> Pendidikan dan latihan	193
5.41 Korelasi <i>pearson</i> Kepuasan kerja	194
5.42 Korelasi <i>pearson</i> Demografi	195
5.43 Model regresi budaya kualiti dan komitmen pegawai	197
6.1 Rumusan min mengikut demografi	205

SENARAI GAMBAR RAJAH

Gambar rajah	Muka surat
1.1 Kerangka Teori	31
2.1. Empat fungsi daripada budaya organisasi	53
2.2 Budaya kerja dan budaya kerja berpasukan	83
2.3 Model budaya kualiti	109
2.4 Model dasar budaya kualiti	111

SENARAI CARTA

Carta	Muka surat
5.1 Jumlah responden mengikut jantina	160
5.2 Jumlah responden mengikut umur	161
5.3 Jumlah responden mengikut status perkawinan	162
5.4 Jumlah responden mengikut status akademik	163
5.5 Jumlah responden mengikut status jawatan	164
5.6 Jumlah responden mengikut tempoh berkhidmat	164

BAB SATU

PENDAHULUAN

Pengenalan

Pada dasarnya manusia memerlukan organisasi dan organisasi memerlukan manusia. Manusia juga sebagai penggerak organisasi sehingga dapat diartikan bahwa organisasi tidak akan berfungsi tanpa manusia. Organisasi merupakan tempat untuk memenuhi keperluan manusia, sebaliknya keperluan manusia merupakan objek aktiviti daripada organisasi.

Sesebuah negara juga merupakan sesebuah organisasi. Organisasi kerajaan adalah bersifat *non profit*, organisasi ini berfungsi memberikan perkhidmatan kepada masyarakat (*public service*). Di samping itu kerajaan yang bersifat *non profit* juga berfungsi sebagai pelaksana pembangunan untuk mewujudkan kesejahteraan rakyatnya.

Untuk menjalankan fungsi sebagai pemberi perkhidmatan dan pelaksana pembangunan, kerajaan membentuk organisasi yang lebih kecil, untuk menjalankan fungsi perkhidmatan kepada masyarakat (*public service*) dan pembangunan, salah satunya organisasi dalam bidang pendidikan.

Kementerian Pelajaran adalah organisasi kerajaan yang menguruskan Hal Ehwal Pendidikan. Pegawai yang bekerja di Kementerian Pelajaran adalah pegawai kerajaan, di Indonesia pegawai kerajaan dipanggil Pegawai Negeri Sipil (PNS). Setiap pegawai sama ada lelaki mahupun perempuan mempunyai hak dan kewajiban yang sama dan diatur didalam Undang-Undang. Pada Undang-Undang nombor 43 Tahun 1999 tentang Pokok-pokok Kepegawaian, pada Seksyen 2 (1 &

The contents of
the thesis is for
internal user
only

RUJUKAN

- Abdul Shukor Abdullah. 1991. *Pengurusan Organisasi : Perspektif Pemikiran Dan Teori*. Selangor Darul Ehsan, Dewan Bahasa dan Pustaka.
- Adebanjo,D dan Kehoe,D. 1998. *An Investigation Of Quality Culture Development in UK Industry*, International Journal Of Operations & Production Management.
- Akan, P.1995. *Dimension of service quality: A study in Istanbul. Managing service quality*. Vol.6. P.39-53.
- Allen, N., & Meyer, J.P.1990. *The Measurement And antecedents Of Affective, Continuance And Normative Commitment To Organizations*. Journal of occupational psychology, Vol. 63. P. 1-18
- Angle, H.,1993. *Organizational Commitment: Individual And Organizational Influences*. Sociology of Work and Occupations, 10, 123-146.
- Ahmad Atory Hussein. 1988. *Tingkah Laku Organisasi Dalam Pengurusan Moden*, Dewan Bahasa dan Pustaka, Kuala Lumpur.
- Alexander, E.R., Helms, M.M & Wilkins, R.D. 1989. *The Relationship Between Supervisory Communication And Subordinate Performance And Satisfaction Among Professionals*. Public Service Management 18, 415-429.
- Aminuddin Mohd.Yusof. 1994. *Kepimpinan, Motivasi dan Prestasi : Model Guru dan Tentara*, Kuala Lumpur : Dewan Bahasa & Pustaka.
- As'ad.M. 1991. *Psikologi Industri, Seri Ilmu Sumber Daya Manusia*, Yogyakarta. Liberty.
- Bateman,S.T. & Strassers, S. 1984. *A longitudinal Analysis Of The Antecedents Of Organizational Commitment*. Academy of Manajemen Journal, Vol. 27. P. 95-112.
- Barling, J., Webber, T, dan Kelloway, E.K. 1996. *Effect of Transformational Leadership Training On Attitudinal An Financial Out Comes* : Journal of Applied Psychology, Vol 81. P. 827-832.
- Bass, B.M. 1990. From Transactional to Transformational Leadership : *Learning To Share The Vision, Organizational Dynamics*. Dalam Steers, R.M., Porter.L.W., dan Bigley, G.A (Eds). 1996. *Motivation And Leadership At Work Sixth Edition*, New York : The McGrow-Hill Companies.

- Berlo,D.K. 1980. *The Process Of Communication*. New York; Holt, Rinehart Winston.
- Bitner,M.J. 1992. Servicescapes: *The Impact Of Physical Surroundings On Customers And Employees*, Journal of marketing, Vol.56. P.57-71.
- Boulding, W., Karla, A, A., Staelin,R. & Zeithaml,V.A. 1993. *A Dynamic Process Model Of Service Quality : From Expectation To Behavioral Intentions*. Journal of Marketing Research, Vol. 30 P. 7 –27.
- Bycio,P., Hackett, R.D,. dan Allen, J.S. 1995. Futher Assesments of Bass's. 1985. *Conceptualization Of Transactional And Transformational Leadership*, Journal Of Applied Psychology, Vol 8. P.468-478.
- Brandon, M.C. 1996. *Employee Communication : From Nice Necessity*. Communication Word, Vol.12. P. 20-22.
- Brayfield,A.H., & Crockett, W.H.1955. *Employee Attitudes And Employee Performance*. Psychological Bulletin, Vol. 52. P.396-424.
- Brown, S.P. & Peterson,R.P. 1993. *Antecedents And Consequences Of Salesperson Job Satisfaction : Meta analysis and assessment of causal effects*. Journal Of Marketing Research, Vol. 30. P. 63-77.
- Bubshait,KA. And Ali,Z. 2000. *Developing Quality Culture For Successful Quality Programme : Quality A Way of Life*. Proceeding Of The Third Middle East International Quality Assurance Conference.
- Carlo,N.,Rita, E. Mohammed,A.H., dan Majid.MZ.Abd, 2006 Budaya Kualitas (mutu) dalam Prusahaan Jasa Konstruksi. Makalah pada ICCI 2006.
- Clampitt, P.G & Downs. C.W. 1993. *Employee Perceptions Of The Relation Ship Between Communication and Productivity: A Field Study*. The Journal Of Business Communication. Vol 5, P.5-29.
- Cronin,J.J., & Taylor.1992. *Measuring Service Quality : A Reexamination And Extension*. Journal of Marketting, Vol. 56. P.55-68.
- Crosby, Philip, B. 1987. *Qualitu Is Free, That Art Of Making Quality Certain*. A Mentor Book. USA.
- Crosby, Philip, B. 1979. *Quality Without Tears*. New York: McGraw-Hill.

- Daft, R.L. 1999. *Leadership Theory And Practice*, Florida : The Dryden Press.
- Dale, B.G. 1994. *Managing Wuality*. London : Prentice Hall.
- Daniel, T.D. Spiker, K & Papa, J.M. 1987. *Prospectives On Organizational Communication*. Madison : Browns and Benchmark Publisher.
- Dato' Seri Diraja Moh.Tajol Rosli Ghaali. 2001. *Ucapan Perasmian Hari Kualiti*.
<http://berita.perak.gov.my/okt.2001>
- DeCottis, T.A & Summes, T.P.1987. *A Path Analysis Of A Model Of the Antecedents and Consequences Of Organizational Commitment*. Human Relations. Vol.40, P. 168 -175.
- Deming. W.E. 1986. *Out of the Crisis*. Cambridge : Massachusetts Institute of Technology.
- Downs.C., and Hazen, M. 1997. *A Factor Analysis Of Communication Satisfaction*. Journal Of Business Communication, Vol.14 P.63-74.
- Edmonds.R. 1979. *Effective Schools For The Urban Poor*. Educational Leadership.Vol.37. P. 15-24
- Erevella dan Leavitt. 1992. *A Comparison Of Current Models Of Consumer Satisfaction, Dissatisfaction*, Journal Of Consumer Satisfaction And Dissatisfaction And Complaining Cehaviour, Vol. 5. P.104-114.
- Eva Rita.2003. *Pembangunan Budaya Kualiti Dalam Firm Binaan*. Universiti Teknologi Malaysia: Tesis Doktor Falsafah Kejuruteraan Awam
- Fleishmen & Bass, A.R. 1997. *Study In Personal And Industry Psychology*. USA : The Dorsey Press.
- Fisher, R.J., Maltz, E. & Jaworski, B.1997. *Enhancing Communication Between Marketing And Engineering : The Moderating Role Of Relative Functional Identification*. Journal Of Marketing, Vol.61. P.54-70.
- Fornell, C.1992. *A National Customer Barometer : The Swedish Experience*. Journal Of Marketing, 56 (January) P.6-21.
- Gerson, G.F.1993. *Measuring Customer Satisfaction USA*: Crip Publication Inc

- Ghemawat, P. 1991. *Commitment: The Dynamic Of Strategy*. New York: Free Press.
- Goetsch, D.L. and Davis, S.B. 2000. *Introduction To Total Quality Management For Production, Processing, and Services*. Eaglewood: Precentice Hall International.
- Guolla, M. 1999. *Assessing The Teaching Quality To Student Satisfaction Relationship: Applied Customer Satisfaction Research In The Classroom*. Journal of Marketing Theory and Practice, Summer : 87-97.
- Gronroos, C. 1988. *Strategic Management And Marketing In The Service, Marketing Science Institute*, Cambridgem MA.
- Gruneberg, J., dan Baron, R. 1995. *Behaviour In Organizations (6th Ed)*, New Jersey : Prentice Hall.
- Gruneberg, M.M. 1981. *Understanding Job Satisfaction*. London: Mc Millan Press.Ltd.
- Gildea, J.A. 1980. *45,000 Employees Judge Effectiveness Of Internal Communication*. Journal Of Organizational Communication. Vol.10. P. 3-10.
- Girbbsen, J.J. 1972. *Effective Managerial Leadership*. New York: American Management Association.
- Glisson, C & Durick, B. 1988. *Predictors Of Job Satisfaction And Organizational Commitment In Human Service Organization*. Administrative Science Quarterly. 33, 61-81.
- Goldhaber, G.M. 1982. *Communication in Organization (3rd.Ed)* WM.C Brown Publishers, Iowa.
- Goetsch, D.L. and Davis, S.B. 1994. *Introduction To Total Quality Management For Production, Processing, and Services*. Eaglewood : Prentice Hall International.
- Halim Man. 1998. *Dinamik dan Infrastruktur; Kepimpinan Menuju Alaf Baru*, Intura.
- Hardjosoedarmo. S. 1996. *Total Quality Management*, Andi, Yogyakarta.

- Herzberg, F., B. Mausner & B. Snyderman. 1957. *The Motivation To Work*. New York: John Wiley and Sons Inc.
- Herzberg, F. 1959. *Behavior in organizations, Understanding and Managing The Human Side Of Work*. Boston : Baron Greenberg.
- Heryuwono, Kus. 2000. *Mencari dan Mempertahankan Pelanggan*, Majalah Manajemen, Jakarta.
- Hinton, Petter. 1993. *Quality Public Service Finance and Manajemen*, First Published in Great Britain by Tudor Bussinees Publishing Limited.
- Hussein Mahmood. 1993. *Kepemimpinan Dan Keberkesanan Sekolah*. Kuala Lumpur; Dewan Bahasa dan Pustaka.
- Holmes, G. 1993. *Essential School Leadership*. London : Kogan Page Ltd.
- Hostede, Geert. 1991. *Attitude, Value and Organizational Culture; Disentangling the Concept*, ICM Implementarion, Vol.18, Sweden, Canada.
- Howell, J.M., dan Hall-Meranda, K.E. 1999. *The Impact of Leader- Member Exchange, Transformational and Transactional Leadership And Distanc On Predicting Follower Performance*, Journal of Applied Psychology. Vol 84. P. 680-694.
- Ibrahim Ahmad Bajunid. 1995. *Amalan dan Cabaran Pengurusan Pendidikan di Malaysia : Satu tinjauan kritikal.*, Jurnal Pengurusan Pendidikan. Genting Highland : Institut Aminuddin Baki, 5 (1), 1-13.
- Iqbaria, Magid & Guimaraes, Tor. 1993. *Antecedents And Consequences Of Job Satisfaction Among Information Center Employes*. Jurnal of Management Information Systems. M.E. Sharps. Vol.9. P. 145-174.
- Iqbaria, Magid & Guimaraes, Tor. 1993. *Antecedents And Consequences Of Job Satisfaction Among Information Center Employees*. Journal of Management information systems. M.E.Sharps. 9, 145-174.
- Jaafar Muhammad, Mohd Hizam, H dan Zafir.M. 2000. *Pengantar Pengurusan*. Kuala Lumpur: Vinlin Press Sdn.Bhd.
- Jauch, L.R., Gluek, W.F & Osborn, R.N. 1978. *Organizational Loyalty, Professional Commitment And Academic Research Productivity*. Academy Of Management, Journal, Vol. 21. P. 84-92.

- Johlke, M.C. & Duhan, D.F. 2000. *Supervisor Communication Practices And Service Employee Job Outcomes*. Jurnal Of Service Research, Vol. 3. P. 154-165
- John, Gary. 1996. *Organizational Behavior : Understanding & Managing Life At Work*; Haper Collins College, Publishers, USA.
- Jones, C.R. 1996. *Customer Satisfactions Assements For Internal Suppliers*. Managemen Services.
- Juran.1992. *Juran on Quality By Design*, Free Press, USA.
- Juran, J.M., and Gyrna,F.M.Jr. 1993 *Quality Planning and Analisys*. New York: MCGraw-Hill
- Khazami. 2006. *Persepsi Terhadap Budaya Kualiti Dalam Perhidmatan Awam*. UITM
- Kanter, R.M. 1968. *Commitment and Social Organization: A Study Of Commitment Menchaniism in Utopian Communities*. American Sociological Review, Vol.33.
- Kartini Kartono.1994.*Psikologi Sosial Untuk Manajement Perusahaan dan Industri*. PT.Raja Grafindo Persada.Jakarta.
- Katz, D., & Kahn, R.L. 1978. *The Social Psychology Of Organization (2nd Ed)* John Wiley and Sons, New York.
- Kaye, M. 1994. *Some Function Of Gaze – Direction In Social Interaction*. Acta Psychologica, Vol.26 P. 22 –63.
- Kehoe.K.F. 1996. *The Fundamental Of Quality Management*. London: Chapman and Hall.
- Koontz H. & Weihrich. 1988. *Management. 9th Edition*, New York. McGraw Hill Book Co. Penterjemah Mohd Salim Mohd Sohod dan Siti Nadzrah Sheikh Omar, 2001. Kuala Lumpur. Dissertation Abstracts International, 52 (03A), 823.
- Koh, W.L., Sterrs, R.M., dan Terborg, J.R. 1995, *The Effect of Transformational Leadership On Teacher Attitudes And Student Performance in Singapore*, Journal Of Organizational Behavior, Vol 16. P.319-333.

- Kreitner, R., & Angelo Kinicki, 1998. *Organizational Behavior*. 4th E. McGraw Hill.
- Kunda.G.1992. *Engineering Culture*. Philadelphia : Temple University Press.
- Leana, C.R.1987. *Power Relinquishment Versus Power Sharing: Theoretical Clarification And Empirical Comparison Of Delegation And Participation*. Jurnal Of Applied Psychology. Vol. 72. P. 228-233.
- Lim Kong, 2000. *Amalan Pengurusan Kualiti Menyeluruh Dalam Proses Pengajaran dan Pembelajaran*, Jurnal, UUM
- Lukman.S.1999. *Manajemen Kualitas Pelayanan*, STIA LAN Press. Jakarta.
- Luthans, Fred. 1981. *Organizational Behavior*. New York : Mc Graw. Hill Book.
- Mahd.Mansur Abdullah. 1988. *Komunikasi dalam pengurusan*, Kuala Lumpur:DBP.
- Mann, S.E. 1996. *Employee Stress An Important Cost In Mergers*. Business Insurance, 30 (48), 24-27.
- Marican, Sabitha. 2004. *Nota Kaedah Penyelidikan Sains Sosial*. Universiti Utara Malaysia.
- Mathieu, J.E., & Hamel, K.1988. *A Causal Model Of The Antecedents Of Organizational Commitment Among Professionals And Nonprofessionals*. Journal Of Vocational Behaviour, Vol. 34. P. 299-317.
- Meyer, John P dan Natalie J.Allen. 1990. *Affective and Continuance Commitment to The Organization: Evaluation of Measures and Analysis of Concurrent and Time – Lagged Relations*. Journal of Applied Psychology. Vol 75.
- Miller, L.M. 1987. *American Spirit : Visions of New Corporate Culture*, Alih bahasa, Windoyo, Erlangga, Jakarta.
- Milburne.G & FrancisG.J.1981. *All About Job Satisfaction*. Supervisory Management.
- Mohd.As'ad.1978. *Psikologi Industri*. Liberty Yogyakarta.
- Mohd.Mansur Abdullah. 1998. *Komunikasi Dalam Pengurusan*. Kuala Lumpur:DBP.

- Mowday, R.T., Porter, L.W., & Steers, R. 1982. *Employee Organization Linkages: The Psychology Of Commitment, Absenteeism And Turnover*. New York : Academic Press.
- Morgan, G. 1989. *Image of Organization*, Sage Publication, California.
- Muchinsky, P.M. 1993. *Psychology Applied to Work : An Introduction to Industrial And Organizational Psychology*. Pacific Grove, California : Brooks/Cole Pub.
- Mullins, Laurie.J. 1999. *Management And Organisational Behaviour*. Prentice Hall.London.
- Naumann, E. 1995. *Customer Satisfaction Measurement And Management : Using the Voice the Customer*. Thomson Executive Press, Cincinnati, OH.
- Nasfrzal Carlo. 2006. *Budaya Kualiti dalam Perusahaan Jasa Konstruksi*
- Nanus, B. 1992. *Visionary Leadership*. San Fransisco : Jossey-Bass Publishers.
- Ndraha, Taliziduhu. 2000. *Teori Pengembangan Sumber Daya Manusia*, Jakarta Rineka Cipta
- Nicholls, J. 1994. *The Heart, Head And Hands Of Transforming Leadership*, Leadership and Organization Developmen Journal, Vol. 16. P. 8-15.
- Noran Fauziah Yaakub dan Mazlan Abdullah. 1994. *Hubungan Antara Faktor Motivator dan Hygiene dengan Kepuasan Kerja di Kalangan Pengetua. Prosiding Seminar Nasional ke 4* . Genting Highland : Institut Aminuddin Baki. 133-146.
- Oliver, R.L. 1996. *Satisfaction: A Behavioral Perspective On The Consumer*. New York : The McGraw-Hill Companies.
- Organ, D.W., & T.S. Bateman, 1991. *Organizational behavior (4th.Ed)* Homewood, IL: Irwin.
- Parasuraman, A., Valerie A. Zeithaml and Leonard L. Berry. 1988. *Multiple Item Scale for Measuring Customer Perception of Service Quality*, Journal of Retailing, Vol. 64. P. 12- 40

- Patterson, P.G., & Johnson, L.W. 1993. *Disconfirmation of expectation and the gap model of service quality: An Integrated Paradigm*, Journal Of Customer Satisfaction, Dissatisfaction And Complaining Behavior, Vol.6. P.90-99.
- Pawar, B.S dan Eastman, K.K. 1997. *The Nature And Implications Of Contextual Influence On Transformational Leadership : A Conceptual Examination*. Academy Of Management Review.
- Popper, M., dan Zakklai, E. 1994. *Transactional, Charismatic And Transformational Leadership : Condition Conductive To Their Predominance Leadership And Organization Development*, Journal Vol.15. P.3-7.
- Porter, L.W., Steers, R.M., Mowday, R.T. & Boulian, P.V. 1974. *Organizational Commitment Of Organizational Commitment, Job Satisfaction And Turnover Among Psychiatric Technicians*. Journal Of Applied Psychology. V59. P. 603-609.
- Rasberry, R.W & Lingsay, L. 1993. *Effective Managerial Communication*. Wadsworth, Inc. California.
- Rasyid, Muh. Ryaas. 1997. *Makna Pemerintahan*, Jakarta: Yasrif Watampone.
- Razali Mat Zin. 1996. *Kepimpinan Dalam Pengurusan*. Kuala Lumpur : Utusan Publications & Distributors Sdn.Bhd.
- Reichers, A.E. 1985. *A Review And Reconceptualization Of Organizational Commitment*. Academy of Management Review. Vol. 10. P. 465-476.
- Robbins, J & Stephens, P. 1998. *Organizational Behaviour: Concepts, Controversies And Application* New Jersey : Prentice Hall International.
- Romzek, B.S. 1990. *Employee Investment And Commitment: The Ties That Bind*. Public Administration Review, Vol.50 (3), P. 99-106.
- Rowley, J. 1996. *Measuring Quality In Higher Education*. Quality in Higher Education, 2 (3): 237-255.
- Rynes, P & Imber, M. 1992. *Teachers Perceptions Of Fairness Of Their Workload and Their Commitment, Job Satisfaction And Morale : Implication For Teachers Evaluation*. Journal Of Personnel. Vol.5. P.291-302.

- Salancik, G. 1991. *Commitment And The Control Of Organization Belief*. In. B. Sataw an G.R. Salancik (Eds) *New Directions in Organizational Behavior* Chicago: St.Claire Press.
- Saraph and Sabastian. 1993. Development Qulity Culture. In Berry, G *Leadership and the Development of Quality Culture in School*. International Journal of Education of Management.
- Schramm, W. 1971. *Process And Effect Of Mass Communication*. Urbana: University of Illinois.
- Schriesheim, C.A. & Neider, L.L. 1998. *Delegation And Member-Leader Exchange: Main Effects, Moderators, And Measurement Issues*. Journal Academy Of Management, Vol. 41 (3). P. 298-318.
- Schneider, B & Synder, R.A. 1975. *Some Relationship Between Job Satisfaction And Organizational Climate*. Journal of applied Psychology, Vol. 60. P. 318-328.
- Schein, Edgar H. 1992. *Organizacional Culture and Leadership : A Dynamic View*. 2nd E. San Fransisco : Josrey-Bass Publisher
- Sekaran, Uma. 1989. *Paths To Job Satisfaction Of Bank Employees*. Journal of Organizational Behavior. Vol. 10. P. 347-352.
- Sekaran, Uma. 2000. *Research Methods For Business A Skill Building Approach*. 3rd ed. New York: John Wiley & Son, Inc.
- Shein, E.H. 1992. *Organisasi Culture and Leadershi*. San Fransico. CA. Jossey Bass. Publisher.
- Sewarso, H. 1999. *Total Quality Management*. Yogyakarta. Andi Offset.
- Staw, Barry M. 1991. *Psychological Dimensions of Organizational Behavior*. New York : Macmillan Publishing Company.
- Steers, R.M., 1997. *Antecedents And Outcomes Of Organizational Commitment*. Administrative Science Quarterly, Vol. 24. P. 46-56.
- Stogdill, R.M. 1969. *Personal Factors Associated With Leadership: A Survey Of The Literature*. Dalam G.A. Gibb (Ed). *Leadership: Selected Readings*. Middlesex, England: Penguin Books.

- Sukmaningsih, Indah. 1997. *Persepsi Masyarakat Terhadap Pelayanan Umum*, YLKI, Jakarta.
- Suranto. 2005. *Komunikasi Perkantoran*, Media Wacana, Jakarta.
- Tarr, Hope C. 1992. *The Commitment And Satifsfaction Of Catholic School Teachers Dissertation Abstracts (PhD)*. The Catholic University of America.
- Tavip Agus, 2008. *Membangunkan Manajemen Layanan Publik Melalui Reformasi Birokrasi*.
- Tjiptono, Fandy. 1996. *Manajemen Jasa*, Yogyakarta, Andi.
- Triguno. 1997. *Budaya Kerja : Menciptakan Lingkungan Yang Kondusive Untuk Meningkatkan Produktivitas Kerja*, Golden Teravon, Press, Jakarta.
- Wan Moh. Zahid Mohd. Nordin. 1994. *Kepemimpinan Berwawasan. Berita Wawasan Pendidikan*. Genting Highland : Institut Aminuddin Baki. 1 (1), 11-14.
- Wan Yusoff. 2005. *Development of Quality Culture in the Construction Industry*. UTM
- Wagner, J.A. 1994. *Participation's Effect On Performance And Satisfaction: A reconsideration of research evidence*. Journal Academy of management review, Vol 19, P. 312-330.
- Wagner, Ina. 1995. *Softwer Culture*, Journal of Associatiion for Computing Machinery, Vol 34, P.185-187.
- Waworuntu, Bob. 1997. *Dasar-dasar Keterampilan Abdi Negara Melayani Masyarakat*, Gramedia Pustaka Utama, Jakarta.
- Weiss, D.J., et al. 1967. *Minnesota Studies in Vocational Rehabilitation : Manual For The Minnessota Satisfaction Questionnaire*. Minnesota University of Minnesota.
- Yukl, G.A. 1998. *Leadership In Organization*. Second Edition. New Jersey. Prentice Hall. Inc.

- Zakaria Ismail. 1990. *Antecedents and Outcomes of Organizational Commitment: A Quasi-experiment In A Field Setting* dalam Zakaria Isail (2002).
Komitment Terhadap Organisasi: Meneliti Aspek-aspek Teori, Metodologi Kajian dan Kerelevanan. *Syarah Pengukuhan Profesor*, Sintok : Penerbit Universiti Utara Malaysia.
- Zain Ismail. 2002. *Ucapan Parasmian Hari Kualiti*. <http://berita.perak.gov.my/januari>.
- Zeithaml, Valerie A., Parasuraman, A., & Berry, Leonard L. 1990. *Delivering Quality Service Balancing Customer Perceptions and Expectations*, New York : The Free Press.